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Report to / Rapport au:

**Ottawa Public Library Board
Conseil d'administration de la Bibliothèque publique d'Ottawa**

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SUBJECT: Ādisōke – Construction Update and Operational Planning

**OBJET: Ādisōke – Mise à jour sur les travaux de construction et planification
opérationnelle**

REPORT RECOMMENDATION

That the Ottawa Public Library Board receive this report for information.

RECOMMANDATION DU RAPPORT

**Que le Conseil d'administration de la Bibliothèque publique d'Ottawa prenne
connaissance du présent rapport à titre d'information.**

BACKGROUND

In keeping with the *Public Libraries Act, RSO 1990, c.P.44* (the Act), other relevant statutes, laws, and good governance practices, the Ottawa Public Library (OPL) Board (the Board) holds accountability for the full range of decisions affecting the organization. The Board approaches its role using a policy or strategy model of governance that focuses on setting strategic directions and objectives, making decisions on major projects, and monitoring library and Chief Executive Officer (CEO) performance. The

Board's attention primarily focuses on the long-term needs and goals for the library, rather than the administrative or operational details.

As per Board Policy 002-OPLB Delegation of Authority (the DOA), some decisions are delegated to the CEO. Additionally, the Governance Agreement for the Ādisōke project delegates some decisions to the Executive Steering Committee, on which the CEO sits as a voting member.

With construction well underway, the OPL project team is continuing to focus on how services, programs, and the visitor experience for the facility can make it a welcoming and inclusive space for all members of the community. The OPL project team will continue to engage with the community to obtain input on how to meet these goals.

The purpose of this report is to provide the Board with an update on construction progress and the construction schedule, key OPL project activities undertaken since the last report to the Board, and the work anticipated to occur in the months and years ahead.

DISCUSSION

As noted in the previous report to the Board about Ādisōke in June 2022 (OPLB-2022-0604), this year has represented a major turning point in the project, as it moves from building design and tendering to building construction and operational readiness planning. The City's Project Management Office (PMO) continues to lead project elements related to building delivery and acts as the primary liaison with the general contractor for construction, but other project elements are being led by OPL, as described further below.

Building Delivery (City-led)

Monthly status reports on Ādisōke have been provided to trustees on behalf of the City since the beginning of the project. These reports are standard across all City infrastructure projects and focus on overall project progress, including work completed in the current period and a look-ahead for work expected in the following month. They also provide an indication of overall status in the areas of schedule, budget, and quality. These reports will continue to be sent monthly for the duration of the project, as a means of providing an overview of progress on project delivery.

Below is a high-level overview of key building delivery-related tasks and milestones leading up to opening in 2026:

- Construction:
 - Completion of Foundations: 2022
 - Completion of Concrete Superstructure: early 2024
 - Completion of Building Envelope: late 2024
 - Substantial Completion: 2025
 - Final Completion: 2026
 - Move In Completion: 2026
 - Opening Event: Summer 2026
- Facility Commissioning: 2025
 - This is the process of planning, documenting, scheduling, testing, adjusting, verifying, and training, to provide a facility that operates as a fully functional system prior to opening
- Public Art Installation: 2025 – 2026
- Furniture, Fixtures, and Equipment (FF&E)
 - Develop specifications: 2022 – 2023
 - Procurement Strategy & Implementation: 2022 – 2025
 - Fit Up: 2025 – 2026
- Retail (Food Services & Gift Shop)
 - Space Planning, Layout & Procurement: 2022 – 2024
 - Space Fit Up: 2025 – 2026

Although work was temporarily paused on the Ādisōke site in July due to a labour disruption, some work activities remained ongoing, with no anticipated impact to facility opening in 2026. The following key construction activities have taken place since the last update to the Board in June 2022:

- Completion of caissons to support the deep foundations for the building structure;
- Installation of the second of two tower cranes that will support a significant increase in construction progress;
- Ongoing building foundation work, including concrete pouring for foundation walls, along with other structural work, waterproofing and backfilling operations;
- Commencement of columns to support levels P1 and P2; and,
- Installation of underground infrastructure to bring services into the building.

Communications and engagement activities related to building delivery also continue to be led by the PMO. Activities since the last Board update include:

- Milestone event held on June 20 where partners placed tokens of significance into a concrete slab that will become part of the facility's foundation;
- Ongoing outreach to residents and partners through the bi-weekly construction progress update emails continues. These updates are also posted on [Adisoke.ca/construction-updates](https://adisoke.ca/construction-updates); and,
- Review of Adisoke branding concepts, to be shared with the OPL Board in 2023.

The City's PMO is also responsible for managing relationships and coordinating site activities with adjacent projects, such as the Albert Queen Slater Bronson (AQSB) reconstruction project, connection to the District Energy System, and National Capital Commission projects including Library Parcel Development and the LeBreton Flats pathway.

Operational Planning (OPL-led)

While there are elements of operational readiness planning that are being led by the City's PMO – primarily related to facility maintenance operations – much of the planning for the Central branch at Adisoke is being spearheaded by OPL staff. Operational planning is coordinated with Library & Archives Canada (LAC) for shared areas, is guided by a project roadmap that tracks the various internal OPL project tasks over the coming years and involves careful deliberation and coordination of various factors.

Below is an updated overview of key operational planning activities leading to the building opening in 2026:

- **Visitor experience principles**, for Board approval in 2023.
 - This work will identify the unique characteristics of Adisoke as it relates to how visitors will experience the facility, while ensuring alignment with OPL's overarching service & program experience.
- **Service design strategy**, coordinated with the implementation phase of the Service Delivery Framework approved by the Board in May 2022 (OPLB-2022-0503), to support the creation of an initial draft service plan in 2023 and refreshed prior to opening, including the following six phases:

- Phase 1 – *Pework, Planning, and Project Management*
(May 2022 – December 2022)
 - Involves the development of a project plan that outlines the space-based service planning approach (categorized based on function), research methodologies, timelines, project team structures, and defines deliverables to be included in the final Service Plan for Ādisōke.
- Phase 2 – *Exploring and Observing*
(September 2022 – March 2023)
 - Focuses on identifying what needs to be considered to ‘activate’ each of the spaces outlined in the previous phase, engage in research methodologies, utilize the expertise of Project Team members, consult with internal and external organizations and groups to identify best practices, and develop and initiate targeted service design engagements.
- Phase 3 – *Understanding and Thinking*
(March 2023 – September 2026)
 - Includes identifying service design options for the different spaces. This will include identifying opportunities for innovative approaches to service delivery at Ādisōke and designing branch pilots and projects to support them. This phase will be initiated prior to phase 4 but will run parallel as new opportunities become available.
- Phase 4 – *Piloting and Assessing*
(March 2023 –)
 - Involves implementing pilot projects, evaluating results, and developing recommendations for Ādisōke. This phase will continue after opening so that new pilots and projects can continue to run in the new facility.
- Phase 5 – *Developing the Service Plan*
(September 2023 – April 2026)
 - Includes detailed space planning for all OPL areas in the new building and the development of an initial service plan for the Central branch at Ādisōke by the end of 2023

- A final version of the service plan will be completed by April 2026. Services included in this document will be the ones delivered beginning on opening day.
- The OPL Ādisōke service plan will be revised as needed post-opening, based on service assessments and ongoing pilot projects as identified in phase 4.
- Phase 6 – *Implementing the Service Plan*
(January 2025 –)
 - Involves implementation of the service plan, initial programs, and pilots.
 - Pre-opening: spaces will be prepared for the delivery of services to the public, and staff will become familiar with spaces and service delivery models.
 - Post-opening: services will be delivered to the public, pilot projects will be implemented, and services will be reviewed and evaluated.
- **A staffing model** will be developed to support the service plan, and an **operating budget**, including staffing and other pressures, will be presented to the Board for approval through future annual budget cycles. The June 2018 report to the Board “Implementation Plan for the Ottawa Public Library and Library and Archives Canada Joint Facility” (OPLB-2018-0601) anticipated an operating pressure of \$1.865M, which included 11.9 FTEs along with other facility maintenance pressures. These figures will be validated and requests for positions will be staggered over the years leading up to the opening of Ādisōke. Staff anticipate that some positions will be required in 2024.
- **Move planning**: July 2025 – January 2026
- **Relocation & initial occupancy**: February 2026 – May 2026

The various elements noted above will be further informed by the Service Delivery Framework, and the ongoing development of the five service strategies and three delivery channels identified therein. To ensure ongoing trustee engagement opportunities over the coming years, the Board’s end-of-term legacy report (expected at the November Board meeting) will include recommendations for the creation of an Ad hoc Committee on service design governance (including links to Ādisōke), effective for the new term of the Board.

Partner engagement (OPL-led)

Key to the success of all operational planning initiatives is partner engagement, which includes details on how and when key partners will be engaged through all aspects of the project leading to opening day, coordinated with fundraising activities and other system-wide initiatives.

Staff have developed a comprehensive, multi-year partner engagement plan that will serve two broad objectives:

- To inform, generate excitement, and spark curiosity about the Central branch at Ādisōke for our partners.
- To leverage the knowledge, expertise, interests and lived experiences of partners to inform the spaces, tools, services, and programs of the Central branch at Ādisōke.

Partners

Staff have categorized partners in three overarching categories: political, internal, and external. Some examples of identified partners in each of these categories include:

- **Political:** Board Trustees, Mayor, City Councillors, Provincial and Federal politicians, etc.
- **Internal:** employees, senior management, leadership team, etc.
- **External:** customers, Ottawa residents, Algonquin Anishinābe Host Nation, urban Indigenous community, media, community groups, etc.

Engagement Strategies and Tactics

Political, internal, and external partners have different concerns and interests. As such, staff are using five specific engagement categories to describe the approach to engagement for each partner.

- **Inform** – provide the partner with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.
Sample tactics - development of web page, social media updates, regular blog posts, construction update emails, virtual open house, etc.
- **Consult** – obtain feedback on analysis, alternatives and/or decisions.
Sample tactics - surveys, focus groups, advisory committee meetings, etc.

- **Involve** – work directly with the partner throughout the process to ensure that public concerns and aspirations are consistently understood and considered.
Sample tactics - programs and services workshops, advisory groups, etc.
- **Collaborate** – work with the partner in each aspect of the decision, including the development of alternatives and the identification of preferred solutions
Sample tactics - naming / branding processes with Host Nation
- **Empower** – place final decision-making in the hands of the partner.
Sample tactics - future programming decisions given to members of partner groups (e.g., residencies program).

The tactics used to engage with partners follow the channels identified in the Service Delivery Framework and will therefore include activities that are in-branch, virtual, and in the community.

Engagement for the Central branch at Ādisōke will take place on an ongoing basis, to keep partners abreast of project developments, maintain a high level of interest, and help to inform the service planning work described above.

Engaging with the Anishinābe Algonquin Host Nation partners and the urban Indigenous community is central to the ongoing development of construction work and OPL service planning for the central branch at Ādisōke, as well as the organization as a whole.

Engagement Activities – 2022

- **Political partners:**
 - Construction milestone event in June 2022
 - Quarterly OPL Board update reports
 - Monthly project reports
 - Email updates to Board trustees
 - Email updates local Councillor
 - Video tour – on various platforms (webpage, social media) – *in development*
- **Internal partners:**
 - Blog posts on staff intranet
 - Q&A form for questions from staff
 - Virtual Presentation on progress of Ādisōke for staff in June 2022
 - Virtual tours/presentations – *pending*

- “Ask Me Anything” (AMA) virtual sessions - *pending*
- **External partners:**
 - Biweekly construction update on Ādisōke.ca website
 - Social media updates and emails to Ādisōke listserv
 - Blog posts on OPL website
 - Pride Street Fair Pop-ups
 - Ādisōke Pride bookmarks created for Pride Week and distributed at several events
 - Pop-up at Good Companions Fall Fair
 - Visits to Pikwakanagan and Kitigan Zibi
 - Day of engagement with Elders and representatives of Anishinābe Algonquin Host Nation - *pending*
 - Anishinābemowin language series on social media – *in development*
 - New Central branch webpage on OPL website – *in development*

Sample Engagement Activities – 2023 through 2026

The sample list of engagement activities below represents a snapshot of the types of activities staff will develop for engaging all partners. Comprehensive communication plans will be developed for each of these activities.

- **Political partners:**
 - Ongoing quarterly Board reports and updates
 - Memos and briefings
 - Milestone events on site
 - Ādisōke Speaker Series (speaking opportunities)
 - Site and building tours (including Q&As with experts)
 - Grand opening
- **Internal partners:**
 - Ongoing internal communications to keep staff informed (e.g. blog posts)
 - Regular virtual meetups/presentation
 - Joint sessions with LAC staff (Q&A with experts, “meet your partner” series, etc.)
 - Site and building tours (including Q&As with experts)
- **External partners:**
 - Ongoing construction updates (newsletter, website, social media)
 - Bi-annual construction update videos

- Branch pop-ups (with VR goggles, etc.)
- Community pop-ups (at various community events)
- Programming and events (e.g., Speaker Series, events at Pimisi LRT station, art programs, etc.)
- Engagement on services (surveys, social media polls, larger events, etc.)
- Anishinābemowin Algonquin language series
- Annual milestone event (in-person and online)
- Site tour for public
- Grand Opening – teasing out, contest to attend, etc.

Over the coming years staff will also reach out to various groups in the community to ask questions about the experiences they would like to have at Ādisōke. This targeted engagement will touch on the types of programs, services, furniture, and equipment that OPL partners would like to see in the Central branch, and will leverage the knowledge and lived experience of OPL partners to inform the service planning work that will begin in earnest in 2023.

CONSULTATION

The development of this report required consultation with the OPL Senior Management and the City's Project Management Office for Ādisōke.

ACCESSIBILITY IMPACTS

Ottawa Public Library complies with the *Accessibility for Ontarians with Disabilities Act*, (2005) in its operations. There are no accessibility impacts associated with this report.

BOARD PRIORITIES

In June 2019, the Board approved a 2020-2023 Strategic Plan, which included “Create the destination experience for the Ottawa Central Library” as a key component of “Redesign the Library Experience.”

BUSINESS ANALYSIS IMPLICATIONS

There are no business analysis considerations associated with this report.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

LEGAL IMPLICATIONS

There are no legal implications associated with this report.

INDIGENOUS AND GENDER EQUITY IMPLICATIONS

There are no specific Indigenous, gender or race equity implications associated with the report recommendations, but these will come forward as part of future engagement activities.

RISK MANAGEMENT IMPLICATIONS

There are no risk management implications associated with this report.

TECHNOLOGY IMPLICATIONS

There are no technology implications associated with this report.

DISPOSITION

The City's Project Management Office will continue to lead the construction project, and OPL staff will continue towards development of a service plan for Ādisōke, including partner engagement.

The next update report to the Board will occur in early 2023 and will once again be a combination of construction updates and OPL operational planning updates.

As noted above, other items that are expected to come to the Board in 2023 are as follows:

- Branding concept
- Visitor experience principles
- Initial service plan
- Operating budget requests